

# “Make sure it’s simple, straightforward, and we can take it back to the real world”

June 18, 2003

## An initial report to staff by the MAA Strategic Planning Steering Committee

MAA’s Strategic Planning Steering Committee has begun its two-year project to help develop our 2006-2011 Strategic Plan. This time around, the project also has a different charter and a much different process ahead. For one thing, the Steering Committee’s membership spans different levels of the administration and its different divisions. For another, past strategic plans have leaned toward compliance projects – the plan was drafted more to meet an administrative requirement than to guide us into the future.

A strategic plan should reflect more than a small group’s distillation of MAA’s future. It should include diverse viewpoints and not shrink from challenges, because it should be a guide and a resource that managers use to help implement change as well as a map that planners use to assess MAA’s progress. This year’s committee also hopes to involve staff and stakeholders throughout the project by keeping them informed and soliciting their ideas.

This is the first of many periodic reports from the committee to tell you what the committee is doing and to invite you to contribute your own thoughts.

Members of the steering committee include: Deputy Assistant Secretary **Larry Laux**, executive sponsor and chair; Senior Policy Advisor **Bill Hagens**, coordinator; Executive Leadership Team members **MaryAnne Lindeblad**, Director, Division of Program Support, and **Tamishia Garrett**, Continuous Quality Improvement Manager; Extended Management Team members **Rich Campbell**, Assistant Director, Information Services Division; **Tom Gray**, Manager, Interpreter-Transportation Section, Division of Customer Support; **Thuy Hua-ly**, Finance Manager, Division of Business and Finance; **Christine Nolan**, Manager, Policies and Operations Management Section, Division of Medical Management; Quality Steering Committee members **Kenn Newton**, Claims Processing, Division of Program Support; **Charles Roach**, Coordination of Benefits Section, Division of Customer Support; and **Alice Morgan**, Special Project Consultant and Quality Coordinator, Division of Disability Determination Services.



**Larry**

**In their first meetings, members were asked for their initial vision of what the committee would do and what its final product should include. Here are those responses.**

**Larry Laux, Executive Sponsor and Chair:** Strategic Planning this time means we want to reach out across the organization – we want to achieve a more participatory process within MAA – plus, we have to think about our clients, our providers and other key stakeholders. On the inside, the planning process is linked through DSHS, OFM and up to the Governor’s office. The overall goals and planning template have been laid out for us by DSHS. But, the planning process actually began all the way back in the Priorities of Government (POG) exercise last fall.

Overall, we are talking about a plan for 2006 to 2011. Why would we want to look that far ahead? It is important that we understand and commit to the goals of our current plan. However, we also want to look several years ahead by first examining our current realities, then thinking outside the box how we think the future will look and then developing creative ways of us to shape it.

We need to look at our mission statement and vision – have they changed? We need to be long-term visionaries, but we also want to look at performance standards – very specific short-term measurements. So we will fluctuate between pie-in-the-sky, lofty goals and some very concrete issues we have to be concerned with every day.



This is an ambitious, two-year project, but we will have the time to do it the right way.

**Alice Morgan:** We need to take all of the information we have and use the various surveys as the key elements to drive the plan. And when it's done, I'd like to see one page with all the key elements listed. By surveys, I mean all of the surveys that are out there – client surveys, self assessment, staff satisfaction.... if we don't use that information, then we're wasting it.

**Alice**

**Christine Nolan:** I want the plan to be something we can use, like a stepping stone that will lead us from where we are weak (as shown on those other surveys) and what we need to work on – where do we need to go to be a better organization.



**Christine**



**Kenn Newton:** Being a relatively new employee and hearing of the budget deficit, HIPAA, and other things that will affect us for years to come, I think we need a process and a roadmap that is different from what we have had in the past...

**Kenn**

**MaryAnne Lindeblad:** As we go forward we have to think about the vision and mission, and if we don't think it's the right vision and mission, then we should have that discussion. But overall, we have to get away from silo thinking. We have to think like the agency. We're not sitting here representing DPS or ISD – we're here for MAA. I also think we need to have a final product that's something short – maybe a couple of pages that say what we want to be and what we want to look like. The other thing is not to get hung up on process



**MaryAnne**

and figuring out things we've already solved.... We need to be thinking more strategically and more directionally about where we need to go...



**Rich**

**Rich Campbell:** What gets developed now will be guiding our actions for many years to come, so it is important that we think outside our day-to-day activities and also consider what is going on at the agency and state levels. I think what the future holds more than anything else is an increased scope of interactions outside of MAA, which requires some very strategic thinking. When this plan is complete, I would very much like to have it used as the reference and jumping off point for all MAA business.



**Tamishia**

**Tamishia Garrett:** One of my visions would be that in 24 months you could stop in and visit MAA and at any office you visit there would be a small card in the cubicle that would identify that employee's performance – what the goals were, what the measurements were, and how that supported the unit, section and division goals. The strategic goals also would be client-centered – designed to help needy residents of Washington State because that's what the taxpayers of Washington State give us money to do.

**Thuy Hua-ly:** And I think I would even go a little further than Tamishia – I'd like to see how that single employee's performance supported the agency's goals...I hope this process will result in something meaningful for all of us and guide us down to the unit level – defining what we do.



**Thuy**



**Tom Gray:** I appreciate hearing that the focus is going to be on the pragmatic side of things – POG, for example. I think we've got to make sure it's simple, straightforward, and we can take it back to the real world, so people can understand it.

At the end of the day, it's the people in MAA who need to know what we're shooting for.

**Tom**

**Bill Hagens, Coordinator:** I want a system that not only provides access but also improves and maintains our clients' health status. To make this work it will be necessary to engage our MAA staff and clients. Although we come from various parts of the agency, we're here not to represent our own sections but to work together for the broader MAA good.



**Bill**

**What is YOUR vision of the strategic plan and the process the Steering Committee is following? If you would like to comment, ask questions, or simply share a thought, e-mail [hagenwj@dshs.wa.gov](mailto:hagenwj@dshs.wa.gov) If you have suggestions for information you would like to see in subsequent Strategic Plan reports, please e-mail [stevejh2@dshs.wa.gov](mailto:stevejh2@dshs.wa.gov)**